Office of
the Premier

SERVICE PLAN
2002/2003 – 2004/2005

BRITISH
COLUMBIA

Office of the Premier

February 2002

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A *New Era* of Government Service

Three-year service plans represent an important part of the government's commitment to open and accountable government. In August 2001, the government amended the *Budget Transparency and Accountability Act* to require government to table a three-year Strategic Plan and annual three-year service plans for ministries and government organizations with the provincial budget. These plans will ensure government and its individual ministries clearly outline their goals, and enable British Columbians to hold government accountable for its decisions and actions.

The government's three-year Strategic Plan articulates the government's vision: *British Columbia is a prosperous and just province, whose citizens achieve their potential and have confidence in the future.* It also establishes three strategic goals that are key to achieving the government's overall vision:

- A strong and vibrant provincial economy
- A supportive social infrastructure
- Safe, healthy communities and a sustainable environment.

This Service Plan details the Office of the Premier's mission and objectives, which support the government's strategic goals. The Service Plan also includes performance measures that will be used to assess the Office of the Premier's progress in achieving those objectives. Objectives and performance measures are a new initiative for ministries and government organizations. In some cases, as planning progresses, performance measures will become more detailed as they are further developed.

After the end of each fiscal year, the Office of the Premier will prepare a Service Plan report that will describe actual accomplishments for the year. The report will include a comparison of planned and actual results, from both a financial and performance measure perspective, and will allow the public to assess the government's performance.

In the years ahead, service plans and service plan reports prepared by government ministries and organizations will become the key tool by which government will manage public resources to ensure government programs are contributing, in a measurable way, to key government priorities in an efficient and effective manner.

The government's three-year Strategic Plan and ministries' three-year service plans will guide the reform of the province's public services so they meet British Columbians' needs. Measures to revitalize economic prosperity and protect and renew public services will lay the groundwork for a future of new opportunity for all British Columbians.

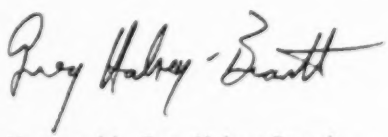
Accountability Statements

The 2002/03 – 2004/05 Office of the Premier Service Plan was prepared under my direction in accordance with the *Budget Transparency and Accountability Act*. I am accountable for the basis on which the plan has been prepared. The plan was developed in the context of the government's *New Era* commitments, which are to be addressed by May 17, 2005. All material fiscal assumptions and policy decisions as of January 28, 2002, have been considered in preparing the plan, and I am accountable for achieving the specific objectives in the plan.

Honourable Gordon Campbell
Premier
February 7, 2002

I am the Minister of State for Intergovernmental Relations, and under the *Balanced Budget and Ministerial Accountability Act*, I am accountable for achieving the following results for 2002/03:

- Develop an action plan for British Columbia's intergovernmental priorities and have it approved by Cabinet.
- Develop a strategy to eliminate overlaps in jurisdiction and process between the British Columbia Government and the Government of Canada.
- Develop a program of cooperation with neighbouring States and have it approved by Cabinet.



Honourable Greg Halsey-Brandt
Minister of State for
Intergovernmental Relations
February 7, 2002

BRITISH COLUMBIA

Office of the Premier

A Message from the Premier

I am pleased to present the Service Plan for the Office of the Premier for the fiscal years from 2002/2003 to 2004/2005.

The next three years will present both challenges and opportunities for government. The global economic recession requires strong fiscal management, but as economic growth returns — as it inevitably will — the opportunities for a resource-rich and skills-rich British Columbia will abound. Government will maintain key services while maintaining fiscal sustainability. We will position British Columbia through strategic shifts in the role and management of government to take full advantage of those opportunities. The Office of the Premier will lead and support the ministries in this work, consistent with this Service Plan.

Honourable Gordon Campbell
Premier

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Introduction

The Premier serves as the President of the Executive Council (Cabinet) of the Government of British Columbia. As head of the government and Cabinet, the Premier provides leadership to and cohesion among ministers, ministries and agencies of government. The Office of the Premier provides advice and support to the Premier, Cabinet and Caucus to facilitate smooth and effective operations of the Government of British Columbia. The office works closely with all ministries and major agencies to support their work and to ensure policy coordination across government. The Office of the Premier provides leadership to the public service.

The Premier, with the support of the office, is responsible for ensuring the *New Era* platform is implemented in a timely, open and accountable fashion.

Government's *New Era* Vision

1. A top-notch education system for students of all ages.	6. The fastest growing technology industry in Canada.
2. High-quality public health-care services that meet all patients' needs where they live and when they need it.	7. A leading-edge forest industry that is globally recognized for its productivity and environmental stewardship.
3. A thriving private sector economy that creates high-paying job opportunities.	8. Greater equity and equality for British Columbia in Canada.
4. Safer streets and schools in every community.	9. The most open, accountable and democratic government in Canada.
5. Better services for children, families and First Nations.	10. Responsible, accountable management of your public resources and tax dollars.

Mission

The Premier and the Office of the Premier have a broad responsibility for the achievement of the government's vision. Within that broad responsibility, the Office of the Premier has specific accountability for the restructuring of government, the strategic use of technology, effective and transparent communications, and the development of positive intergovernmental relations.

The mission of the Office of the Premier is:

To ensure the achievement of the *New Era* vision through leadership across government and Crown agencies in innovative planning, timely decision-making and effective service delivery; supported by leading-edge technology, open and transparent communications, and positive intergovernmental relations.

Values

The Office of the Premier's leadership of government will be founded upon the *New Era* values of:

Integrity:

To make decisions in a manner that is consistent, professional, fair and balanced.

Fiscal Responsibility:

To implement affordable public policies.

Accountability:

To enhance the efficiency, effectiveness and credibility of government.

Respect:

To treat all citizens equitably, compassionately and respectfully.

Choice:

To afford British Columbians the opportunity to exercise self-determination.

Principles — The Way We Work

In fulfilling our corporate leadership role, the Office of the Premier will act in accordance with the following principles:

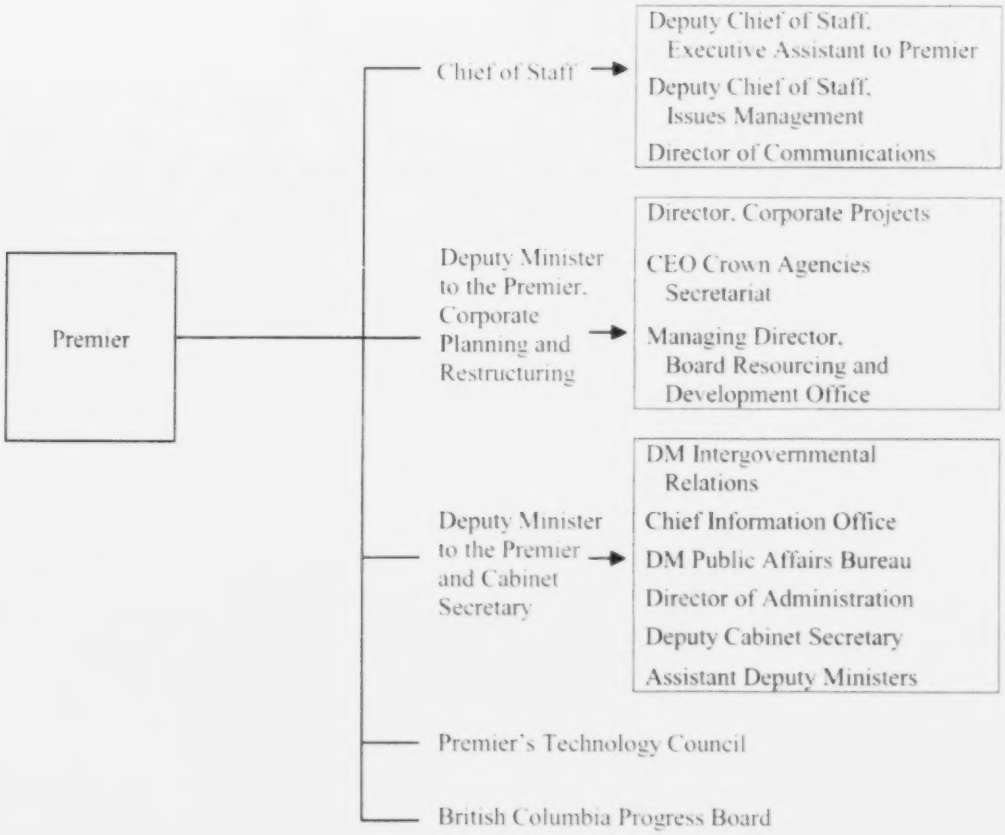
- Results-oriented and client focused;
- Innovative and accountable public management;
- Focus on *New Era* priorities;
- Collaborative partnerships within the public sector and the broader provincial community;
- Simplification of government regulations and processes; and
- Focus on support and facilitation rather than direct control over the lives of people, businesses and organizations.

Key Challenges and Opportunities

- Key Challenges
  - Focusing government's actions where they will make a real difference for British Columbians.
  - Coordinating and leading in a complex and rapidly changing environment.
  - Restoring public confidence in government as a responsible and committed steward of their taxes and services.
- Key Opportunities
  - Capitalize on economic and business opportunities that ensure future growth and prosperity as a result of globalization, increased international competition and trade liberalization.
  - Meet the demand for improved access to, and efficient delivery of, public services through increased and effective use of technology.
  - Address British Columbia's priorities and interests through the development of productive relationships with provincial, federal and international governments.
  - Increase investment in British Columbia and kick-start the economy through new partnerships with the private sector.

The Office of the Premier and *New Era* Objectives

The Service Plan for the Office of the Premier draws on the *New Era* vision, values and principles. The office has been structured to meet key challenges and take advantage of opportunities to support the achievement of the *New Era* vision. The Service Plan assigns responsibilities within the structure to achieve this objective.


Premier
Chief of Staff
Deputy Chief of Staff, Executive Assistant to Premier
Deputy Chief of Staff, Issues Management
Director of Communications
Deputy Minister to the Premier, Corporate Planning and Restructuring
Director, Corporate Projects
CEO Crown Agencies Secretariat
Managing Director, Board Resourcing and Development Office
Deputy Minister to the Premier and Cabinet Secretary
DM Intergovernmental Relations
Chief Information Office
DM Public Affairs Bureau
Director of Administration
Deputy Cabinet Secretary
Assistant Deputy Ministers
Premier's Technology Council
British Columbia Progress Board

Chief of Staff:

This office provides a range of executive services for the Premier and manages key relationships on behalf of the Premier both within and outside government. It provides strategic advice, communications, media relations and issues management support directly to the Premier. This office manages the administrative functions that support the Premier, which include correspondence and scheduling. The office also provides liaison and outreach internally with Caucus and externally with communities and organizations throughout the province.

Deputy Ministers to the Premier:

On behalf of the Premier, the Deputy Ministers provide leadership and coordination across all ministries and agencies of government. They directly lead initiatives that affect all of government,

including reviews of all programs and services, leadership of the public service and cross-ministry projects. The Deputy Ministers support and coordinate the development of policies, legislation, and public service reform so that the priorities of government as set by the Premier and Cabinet can be achieved. The Deputy Ministers also lead the restructuring and future planning of government.

New Era objectives are assigned to organizational units as set out below.

Chief Information Office:

The Chief Information Office has overall government responsibility for strategic direction and governance of information management and information technology. This office also promotes e-commerce and enables the electronic delivery of government services. These responsibilities relate to the following *New Era* objectives:

- To give all citizens and businesses better online access to core services.
- To work with communications companies, Internet service providers and local communities to bring high-speed Internet access to all communities in British Columbia, using public assets like roads, railways and power lines to leverage rapid growth in communications infrastructure and broadband Internet capabilities.
- To make British Columbia a leader in electronic government, to facilitate public participation throughout the legislative process, improve efficiency and improve access to services over the Internet.
- To expand the preparation of government data and information in digital formats to increase access to information and help reduce the cost of paper flow and bureaucratic bottlenecks.

Premier's Technology Council

Established as part of the *New Era* commitment, the Premier's Technology Council advises the Premier on key technology issues. The council is examining ways to:

- Remove barriers that keep many British Columbians from participating in the knowledge-based economy and from accessing the educational, social and cultural benefits delivered through broadband networks.
- Identify areas where technology can make government more efficient and improve the delivery of government services, including education and health care, throughout the province.
- Ensure the growth and development of a vibrant, globally competitive technology industry in British Columbia.

The Premier's Technology Council has a direct role in meeting the following *New Era* objectives:

- Help bridge the "digital divide."
- Support the fastest growing technology industry in Canada.
- Work with the technology industry to capitalize on the tremendous potential for growth and job creation in exciting new sectors like bio-technology, forestry technology, software development, multi-media, electronics and telecommunications.

British Columbia Progress Board:

The British Columbia Progress Board is a fully independent board comprising business experts. It has been established as part of the *New Era* commitment to help fuel economic growth by setting performance benchmarks for the provincial economy. The board will provide a new level of accountability by establishing specific economic goals for tax, regulatory and fiscal

reforms. The British Columbia Progress Board has two main objectives:

- To advise the province on its goal of improving British Columbia's competitive position by establishing an ongoing means to measure and benchmark British Columbia's economic progress over time and relative to other jurisdictions.
- To identify issues important to the future economic prosperity of British Columbia and to advise the Premier on strategies, policies and actions necessary to improve the performance of the provincial economy and its social policy supports.

The British Columbia Progress Board will determine specific measures and relevant jurisdictions for comparison, with input from other experts and the public. The board will report to the Premier twice a year.

The board has links to the following *New Era* objectives:

- Responsible, accountable management of public resources and tax dollars.
- A thriving private-sector economy, a leading-edge forest industry and the fastest growing technology industry.
- Transparent and accountable government.
- Performance measures and targets.

Intergovernmental Relations Secretariat:

In recognition of the key role of the Premier in intergovernmental relations, this function has been placed in the Office of the Premier. The Minister of State for Intergovernmental Relations works with all ministries and agencies in government to ensure that relations with the federal and other provincial governments advance British Columbia's interests. It also leads the development and delivery of strategies with international governments to advance British Columbia's priorities. The secretariat also provides management and support services for government in intergovernmental protocol and the management of intergovernmental meetings and events.

Intergovernmental Relations is responsible for the following *New Era* commitments:

- Invite all members of the British Columbia Legislature and British Columbia members of Parliament to hold annual joint conferences aimed at publicly identifying and overcoming issues of regional alienation within Canada and British Columbia.
- Push Ottawa for provincial control over British Columbia offshore fisheries, to improve fisheries management and protect jobs.
- Fight for British Columbia's fair share of federal tax dollars through a fairer equalization program and more equitable distribution of federal government contract expenditures.
- Push to eliminate interprovincial trade barriers that are hurting consumers, job creation and British Columbia businesses.
- Work to minimize interjurisdictional overlaps that are adding confusion and costs to health-care delivery.

Crown Agencies Secretariat and Board Resourcing and Development:

These roles are key to the restructuring of government managed through the Office of the Premier and have accordingly been placed under the Deputy Minister, Corporate Planning and Restructuring. This meets the *New Era* responsibilities outlined below through reviewing Crown agency mandates and ensuring the appointment of fully qualified Crown agency boards, overseeing governance and setting administrative standards for all agencies:

- Ensure that Crown corporations are subject to local zoning and land-use bylaws.

- Ensure that appointees to boards are representative of their communities' needs and accountable for their performance in meeting standards.

- Ensure responsible, accountable management of British Columbia's public resources and tax dollars.

Cabinet Operations

Cabinet Operations provides a high level of administrative support and services for Cabinet decision-making processes and facilitates the effective operation of Cabinet and all Cabinet and Caucus committee systems. Cabinet Operations is also managing the transition from secrecy to transparency and openness.

Cabinet Operations is responsible for the following *New Era* commitments:

- Ensure that major capital spending decisions and land-use decisions involving the Agricultural Land Reserve, new parks, land claims and tenure reform are decided by Cabinet in public.

- Hold open Cabinet meetings at least once a month.

Public Affairs Bureau

The Public Affairs Bureau ensures that information about government programs and services is accessible to British Columbians. The department leads and coordinates communications with internal and external stakeholders to meet the *New Era* commitment of the most open, transparent and accountable government in Canada.

GOAL: To accomplish the *New Era* agenda in an open and accountable way.

Goal 1:

To make British Columbia a leader in electronic government, to facilitate public participation throughout the legislative process, achieve more effective delivery of services at a lower cost and improve access to services over the Internet.

Objectives:

1.1 Give all citizens and businesses better online access to core services.

1.2 Increase access to information and help reduce the cost of paper flow and bureaucratic bottlenecks.

1.3 Support the fastest growing technology industry in Canada.

1.4 Ensure British Columbia's citizens and businesses have the capability and confidence to do business electronically.

Strategies:

1.1 Make any government service that can be delivered electronically available over the Internet.

1.2 Work with the technology industry to capitalize on the tremendous potential for growth and job creation in exciting new sectors like bio-technology, forestry technology, software development, multi-media, electronics and telecommunications.

1.3 Work with communications companies, Internet service providers and local communities to bring high-speed Internet access to all communities in British Columbia, using public assets like roads, railways and power lines to leverage rapid growth in communications infrastructure and broadband Internet capabilities.

Measures and Targets

Measures	Targets 2002/03	Targets 2003/04	Targets 2004/05
Public expectations as defined by survey	Survey and targets developed	To be established	To be established
Number of government services delivered electronically	2 additional services per ministry over 2001/02	2 additional services per ministry over 2002/03	2 additional services per ministry over 2003/04 17% increase overall
Awareness and use of government Internet services	Hits to BC Connects increased to 4,000 per week	Hits to BC Connects increased to 10,000 per week	Hits to BC Connects increased to 25,000 per week 500% increase overall
Services obtained electronically from government	Number of user IDs increased 25% over 2001/02	Number of user IDs increased 25% over 2002/03	Number of user IDs increased 25% over 2003/04
Number of British Columbians with access to digital telecommunications	Three-year target – see 04/05	Three-year target – see 04/05	80% of British Columbians
Amount of government business being transacted over the Internet	To be established with Premier's Technology Council	Based on targets established in 02/03	Based on targets established in 02/03

Goal 2:

To improve the effectiveness of British Columbia's federal, interprovincial and international relations to support government priorities.

Objectives:

2.1 Advocate for more equitable distribution of federal government transfer payments and contracts and ensure full provincial participation in federal funding programs.

2.2 Achieve a more equitable federal equalization program that is consistent with the Constitution.

2.3 Eliminate interprovincial trade barriers.

2.4 With the lead ministry, seek provincial control over the management and revenues of British Columbia's offshore fisheries to improve fisheries management and protect fishery jobs.

2.5 Enhance British Columbia's working relationships with other provincial and federal institutions.

Strategies:

2.1 Prepare a list of federal-provincial issues and propose a strategy for advancing British Columbia's position in a coordinated and effective way.

2.2 Invite all members of the British Columbia Legislature and British Columbia members of Parliament to hold annual joint conferences to identify and overcome issues of regional alienation within Canada and British Columbia.

2.3 Push to eliminate interprovincial trade barriers.

2.4 Push to eliminate overlaps in areas of federal and provincial jurisdiction that add bureaucratic costs and frustrate economic development and sound management.

2.5 Coordinate a program of cooperation with Washington, Oregon, Idaho and Alaska.

Measures and Targets

Measures	Targets 2002/03	Targets 2003/04	Targets 2004/05
Identify and rank B.C.'s inter-governmental priorities, and implement action plan	Priorities ranked and approved by Cabinet Action plan developed and approved by Cabinet	Priorities reassessed and approved by Cabinet Report on outcomes accepted by Cabinet	Priorities reassessed and approved by Cabinet Report on outcomes accepted by Cabinet
Eliminate overlaps in jurisdiction and process	Ministries identify overlaps Strategy developed for rationalization	% increase of rationalized processes established between B.C. and Canada	% increase of rationalized processes established between B.C. and Canada
Make progress on interprovincial trade barriers	Structured ongoing relationship on transborder issues	# of B.C.-based trade impediments eliminated	# of obstacles to trade across Canada removed
Implement program of cooperation with neighbouring states	Program approved by Cabinet	Improved relations with states that facilitate commerce	Improved relations with states that facilitate commerce

Goal 3:

To manage public resources and tax dollars within ministries and agencies responsibly and accountably.

Objectives:

3.1 Create an efficient, accountable and effective system of Crown corporations.

3.2 Ensure that all boards of Crown corporations and provincial agencies have the skills required to manage the affairs of their organizations.

3.3 Ensure that ministries and government organizations are publicly accountable to taxpayers both in the delivery of effective programs and services and in fiscal management.

3.4 Focus government on the delivery of core services.

Strategies:

3.1 Ensure effective oversight of the system of Crown corporations in British Columbia.

3.2 Make merit-based board appointments in a transparent manner that represents community needs.

3.3 Complete the Core Services Review of all government agencies and implement the Core Service Review and Deregulation Task Force recommendations.

Measures and Targets

Measures	Targets 2002/03	Targets 2003/04	Targets 2004/05
Core Services Review completion and rate of implementation	1. 100% of Core Service Reviews complete	———	———
	2. At least 33% of recommendations implemented	A further 33% of recommendations implemented	All recommendations implemented
	3. 30% reduction from base in number of Crown agencies	A further 20% reduction from base, for a total of 50%, in number of Crown agencies	To be established

Measures and Targets *(continued)*

Measures	Targets 2002/03	Targets 2003/04	Targets 2004/05
New governance and accountability frameworks developed and implemented for: • Crown corporations • Agencies, boards and commissions	1. Strategic framework for Crown agencies established 2. Finalize umbrella governance and accountability frameworks for • Crown corporations • Agencies, boards and commissions	———	Governance and accountability frameworks reviewed
	50% of Crown corporations establish individual corporate governance frameworks that are consistent with the umbrella governance and accountability framework	Individual corporate governance frameworks established by all Crown corporations	———
	———	50% of agencies, boards and commissions establish individual governance frameworks that are consistent with the umbrella governance and accountability framework	Individual governance frameworks established by all agencies, boards and commissions
	Performance measurement reporting framework for government organizations revamped	60% of government organizations reporting on the performance-based measurement reporting framework	All government organizations reporting on the performance-based measurement reporting framework
Develop survey and benchmarks to assess effectiveness	Achieve composite score of 6.5 based on benchmarks	Achieve composite score of 7.0 based on benchmarks	Achieve composite score of 8.0 based on benchmarks

Measures and Targets *(continued)*

Measures	Targets 2002/03	Targets 2003/04	Targets 2004/05
Appointments process developed and implemented	1. Application form & upcoming vacancies online	Evaluate effectiveness with ministries, boards and ministers	Evaluate effectiveness with ministries, boards and ministers
	2. Feedback system developed to assess appointments	Reassess and make necessary adjustments	Reassess and make necessary adjustments
	3. 60% of appointments processed at least 30 days before effective date	70% of appointments processed at least 30 days before effective date	80% of appointments processed at least 30 days before effective date

Goal 4:

To ensure that government operations are efficient, open and accountable.

Objectives:

4.1 Focus on, and implementation of, cross-government priorities.

4.2 Effective decision-making processes.

4.3 Open and effective communication.

Strategies:

4.1 Provide a high quality of administrative support and services for Cabinet decision-making processes.

4.2 Refocus and restructure government communications services.

4.3 Provide accessible information on government policy, programs and services.

4.4 Drive the transformation process in government.

Measures and Targets

Measures	Targets 2002/03	Targets 2003/04	Targets 2004/05
Quality standards set for material for Cabinet and committee consideration	Targets met	Targets met	Targets met
Standards set for timely decision-making to meet government's strategic priorities in policy and legislation	Base measures to be established by survey with Government Caucus Committees	Standards met Standards reviewed and revised if needed	Standards met Standards reviewed and revised if needed
Open Cabinet meetings held monthly and decisions made in public on major capital spending and land-use issues	At least 12 meetings per year televised and webcast	At least 12 meetings per year televised and webcast	At least 12 meetings per year televised and webcast

Measures and Targets *(continued)*

Measures	Targets 2002/03	Targets 2003/04	Targets 2004/05
Implementation of initiatives across government	1. Establish target for # of government-wide and other major projects	To be determined	To be determined
	2. # and % of government-wide and other major projects managed within approved specifications	90%	90%
	3. % of projects completed to final or progressive timelines	90%	90%
Finalize a new service delivery framework for the Public Affairs Bureau	1. Implement new model 2. Develop client feedback mechanism 3. Establish performance targets	Measure against performance targets set 2002/03	Measure against performance targets set 2003/04

Summary Expenditure Plan

Office of the Premier Summary Expenditure Plan 2002/03 - 2004/05				
Core Businesses	**2001/02 Restated Estimates**	**2002/03 Estimates**	**2003/04 Plan**	**2004/05 Plan**
Operating Expenditures ($000)				
Premier's Office	2,882	2,672	2,672	2,672
Executive Operations	4,113	4,121	3,905	3,655
Chief Information Office	2,550	2,287	2,087	1,987
Intergovernmental Relations Secretariat	3,486	3,082	2,385	2,385
Crown Agencies Secretariat	3,890	3,043	2,518	1,924
Public Affairs Bureau	39,283	34,522	29,518	23,021
Totals	**56,204**	**49,727**	**43,085**	**35,644**
FTEs				
Totals	**470**	**367**	**361**	**357**
Capital ($000) (Consolidated Revenue Fund)				
Premier's Office	5	5	5	5
Executive Operations	76	76	76	76
Chief Information Office	130	130	130	130
Intergovernmental Relations Secretariat	30	30	25	20
Crown Agencies Secretariat	18	18	18	18
Public Affairs Bureau	339	690	485	485
Totals	**598**	**949**	**739**	**734**